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MANAGEMENT

STAFF

SURVEY

REPORT

DEVELOPMENT OF ECONOMIES AND SIMPLIFIED PROCEDURES IN

OSI DOCUMENT HANDLING

MANAGEMENT STAFF PROJECT 5-58b

25X1



Chief, O&M Staff (DD/I Area)

Organization and Methods Examiner

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1. Introduction

- a. On 4 March 1955, the Management Staff submitted to the Assistant to the DD/I (Administration) its report on project 5-58a, a survey of Intelligence Officers in the Offices of Scientific Intelligence and Research and Reports to determine whether there are any problems in regard to document volume. The report stated that the volume of material received is not a general problem and that more significant are the problems of expeditious and economical handling of documents.
- b. Prior to the completion of project 5-58a, the OSI Executive Officer requested a Management Staff survey to determine whether document handling is being performed as economically and efficiently as possible in OSI. The report contained below is a result of that project, numbered 5-58b and entitled "Development of Economies and Simplified Procedures In OSI Document Handling".

2. Approach

- a. Beginning with the Information Branch (organizationally located under the Executive Officer), which is the initial point of entry and the final point of departure of virtually all documents, and extending through the divisions and staffs, we have studied the staffing and procedures of all information control activities, as well as controls and records maintained. Taking necessary security requirements into consideration, particular emphasis was placed upon the costs of document handling and upon the expeditious movement of documents, particularly multiple routing documents.
- b. No attempt was made to study every minute detail and every problem encountered in the daily handling of mail, since a study of this type would necessitate constant surveillance over an extended period of time and would have unnecessarily prolonged the survey. Our recommendations are intended only to establish general principles and procedures for operation; in the final analysis, only the line supervisor is in a position to cope with daily operating problems.
- c. Our Findings, Conclusions, Comments and Recommendations are concerned with two major areas: information control in OSI generally, and more specific problems in the Information Branch.
- d. Throughout the survey, we have worked closely with the Assistant to the Executive Officer and with the Chief of Information Branch, and through their efforts many of our recommendations concerning Information Branch have already been implemented, as indicated in the report. Their cooperation, and the cooperation of all OSI personnel with whom we have worked, is appreciated.

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3. Findings: OSI In General

a. The Cost Problem

(1) What the cost of document handling is

- (a) The Office of Scientific Intelligence pays a high price for the receipt, recording, control, dissemination and distribution of its documents. Of the OSI on-duty strength of approximately [] persons were in non-professional positions. Of these, [] of the total non-professional on-duty, were engaged in activities which are principally information control. This expenditure of manpower does not include miscellaneous information control activities performed by professional, and other clerical and non-professional personnel.
- (b) In terms of dollars and cents, the cost is in excess of \$111,300 and [] manhours per year (see Annex A), exclusive of overtime (which, for Information Branch, has averaged some 16 hours per pay period). It is estimated in Annex B that OSI divisions and staffs handle some 1500 documents per day of 13 or 14 types (see Annex C). At an average salary of \$1.84 per manhour, each of these documents costs the Office 29 cents, and if the cost of Information Branch handling is added, the cost is 41 cents.
- (c) By comparison, the Commission on Organization of the Executive Branch of the Government (Hoover Commission) found that the cost of recording and controlling documents in other agencies is 21 cents per item, and about this cost, the Commission stated: "The benefit from recording so much mail at such expense is certainly questionable".

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(2) How the Money Is Spent

Information control in each of the divisions and staffs is outlined, in brief, below:

The "Front Office"

All material is handled by a Clerk-Typist, GS-5 [] for the offices of the Assistant Director, his Deputy and the Executive

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1 Commission on Organization of the Executive Branch of the Government, "Report on Paperwork Management", p. 37, January 1955.

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Officer. A breakdown of her information control duties includes:

5 hrs/wk Logging

1 1/2 hrs/wk Following up on ACTION material²

5 hrs/wk Hand-carrying material to divisions and staffs

25X1 [] logs all administrative material, cables, dispatches and Top Secret in and out, and she maintains follow-up records on ACTION material. These are the only types of material received in the "front office".

Intelligence Production Staff

25X1 All documents are handled by: a Clerk-Typist, GS-5 [] who is on the T/O of Estimates and Surveys Branch, and who handles cables and Top Secret material; a Telegraphic Typewriter Operator, GS-5 [] of the Current Support Branch, who handles teletypes from and to CCI; and an Administrative Assistant, GS-7 [] in the Office of the Chief, who handles all other material. [] spends five hours per week logging and five hours in reading and routing material. [] spends two to three hours per week logging and a negligible amount of time reading and routing. [] spends a negligible amount of time on teletypes. The volume of material received by the Staff is low.

In general, IPS does not log material which appears to be unimportant. Normally, however, most material is logged in and out except serial publications, cables (incoming) and dispatches (outgoing). Documents originating in IPS are normally not logged out, file copies serving as records. There is no branch logging, and destruction of documents is not normally recorded. Clericals in the Staff's branches pick up and deliver material internally. In the case of T.S., the Staff log records location of the document within IPS.

25X1 [] has stated that she doesn't know why she logs mail, that only "once in a blue moon" does she need the logs, and that, even then, she finds that Staff personnel have passed papers around without informing her. She said that no one has asked her to locate a document in six months.

² The Executive Officer's office assumed responsibility for follow-up on ACTION material in accordance with our recommendations. This was formerly done by Information Branch.

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Support Staff

Document handling is divided among several clericals; in fact, information control in this Staff is somewhat fluid because of its recent organizational changes. Generally, it is handled by a Clerk-Typist, GS-5 [] for the entire Staff. However, material from and to the OSI [] is handled by a Collection and Liaison Branch Clerk-Typist, GS-4 [] and Top Secret material for Support Branch is handled by a Secretary, GS-5 []. Another Clerk-Typist, GS-4 [] handles all requirements documents for Support Branch, but this is not actually information control work. Volume of material received by Support Staff is low; Longnette spends 4 hours per week on logging, routing and delivering mail internally and the others spend even less time on information control. Generally, all material is logged in and out except documents originating in Support Staff, and the destruction and filing of documents (i.e., retention by Support Staff) are recorded in the logs.³ For documents originating in the Staff, file and chronological copies are used as logs. Support Staff logs are retained indefinitely.

Nuclear Energy Division

All incoming and outgoing NED material, as well as Agency-wide Restricted Data, is handled by the Material Branch. This branch consists of three persons, whose duties are as follows:

Info Control Officer, GS-12 [] Supervising and participating in reading, routing and other mail handling; delivering Restricted Data; records management; security control regarding Restricted Data; handling requests for Division training; assisting in preparation of Division T/O and budget; handling recruitment requests; maintaining Division T/O records. 25X1

Info Control Clerk, GS-5 [] Logging all material in and out; reading and routing; miscellaneous (searching for documents, reproducing documents, hand-carrying Top Secret, etc.). 25X1

Info Control Clerk-Typist, GS-4 [] Delivering documents; filing retention documents and maintaining files; typing library loan requests; microfilming vital materials; destroying documents. 25X1

3 On 31 March, the Deputy Chief of Support Staff stated that, although he deplores the amount of logging done by his Staff, he'd been told that they must log documents for security reasons. He said he hoped some of the logging could be eliminated.

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Although no over-all time estimates were available, it was estimated by the branch chief that [] spends 30 hours per week in logging and routing documents. 25X1

Material Branch logs all documents in and out except serial publications, multiple-routing administrative material and special intelligence "pinks and blues". It reads and routes all material to analyst, on the basis of detailed reading guides, and delivers and picks up all material to and from the branches. In most cases, it time-stamps incoming material. Other NED branches do no logging. Material Branch has the responsibility of typing all library loan request forms, reproduction requests, translation requests and purchase orders, and of keeping records of responses to these requests. If material is destroyed, its destruction is recorded in the appropriate log by Material Branch. If material is to be retained by NED, the number of the file in which it is located is recorded on the log (Material Branch maintains an elaborate system of central division area files, in which documents are deposited for future use).

In addition to its normal information control activities, Material Branch maintains a system of requirements records, consisting of a folder for each requirement, containing copies of the initial requirement request and the Support Staff memorandum to the collector and all documents received in response to the requirement. Each time such a document is received, the document and the folder are brought to the requesting analyst. When a requirement is closed, the contents of the folder are placed in the area files. Material Branch retains its logs indefinitely; documents in the files are removed at irregular periods.

Scientific Resources Division

Information control for the Division is handled by the three Division clericals - in the case of two of them, on a part-time basis. Special intelligence routing, logging and delivery is

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[] handles only Top Secret; [] handles the bulk of the material - routing, logging and delivery - []

25X1

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All material, which is routed to analyst, is logged in and out, except unclassified serial publications and material originating in the Division (for which file copies serve as logs). Since these personnel comprise the entire Division clerical staff, they also do all the typing and recording of purchase orders, translation requests, etc., and all delivery of mail.

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When a document is destroyed or filed by an analyst, its disposition is recorded in one of the logs by a clerical employee. Requirements control is not centralized in SRD. Logs are retained indefinitely.

Physics and Electronics Division

All collateral material is handled by three persons in the office of the Division Chief, Information Control Section. All special intelligence routing, logging and file maintenance is performed by an Intelligence Officer (Physical Science), GS-7 [redacted] 25X1 in the Special Projects Branch. Information Control Section personnel and their duties are:

Info Control Asst, GS-7 [redacted] 25X1

12½ hrs/wk Reading and routing

5 hrs/wk Requirements

4 hrs/wk Representing CSI at teleconferences

18½ hrs/wk Miscellaneous

25X1 Clerk, GS-5 [redacted]

25 hrs/wk Reading and routing (primarily mat card documents)

5 hrs/wk Pulling, marking and filing mat cards

10 hrs/wk Miscellaneous

25X1 Clerk-Typist, GS-5 [redacted]

30 hrs/wk Typing purchase orders, loan requests, etc., and logging T.S.

5 hrs/wk Typing requirements and other material

5 hrs/wk Following up on overdue books, purchase orders, etc.

This Section maintains logs on a minimum of material. It logs in: mat card material (if multiple-routing), destroying the mat cards when the document leaves the Division; Top Secret; incoming dispatches; non-retention documents such as library loans; purchase orders (a record is kept on library loans, destroyed on purchase orders when fulfilled); documents for evaluation; and

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translation requests (record destroyed when document returned). Material originating in the Division is not logged out, file copies serving as logs. Clericals from P&A's branches pick up and deliver material internally and log only T.S. (T.S. is logged to branch by the Information Control Section and to individual analyst by branch clericals.)

When mat card documents are destroyed, their destruction is recorded on a mat card which is detached and stored in a safe drawer.

Information Control Section maintains certain files of requirements material: a folder containing copies of the Division request and the Support Staff memorandum to the collector, and a record in the folder of responses to the requirement. When a requirement is closed, the folder is destroyed.

25X1 [] has stated that handling of special intelligence was separated from collateral handling initially for security reasons, and that the split has been retained through custom. She spends two hours per day handling this material. Her other duties include maintaining reading files of all S.I., assisting analysts in procuring S.I. documents through liaison contacts, and consolidating S.I. requirements of the Division. She has stated that her most significant responsibility is to read all S.I., bring it to the attention of analysts and to know what S.I. is available.

Chemistry Division

All incoming and outgoing material is handled by the following:

Info Control Assistant, GS-7 [] 25X1

23 hrs/wk Reading and routing

7½ hrs/wk Writing, and following up on, requirements

9½ hrs/wk Logging and delivering special intelligence, and miscellaneous

25X1 Clark-Stone, GS-5 []

40 hrs/wk Editing and typing requirements and following up on evaluations

25X1 Clark, GS-5 []

30 hrs/wk Logging

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5 hrs/wk Delivery and pick-up

5 hrs/wk Miscellaneous

25X1 Clerk, GS-4

20 hrs/wk Filing

20 hrs/wk Typing purchase orders, library loan requests,
etc.

All material is routed to branch level, logged in and out, time- or date-stamped and delivered by these personnel. Some documents originating in the Division (dispatches and cables) are not logged out. The branches of Chemistry Division do no logging. All destroyed material and some material to be filed by analysts is recorded in the division logs. No material has been destroyed which is less than three years old.

In addition to its information control activities, this group in the Division Chief's office maintains record systems on the following:

- (a) **Requirements.** A folder for each requirement is maintained, containing copies of the original request and the Support Staff memorandum to the collector, all material received in response to requests, and a summary of all such material received. In addition, a system of 3"x5" cards is maintained, cross referencing material in the folders by: requirement number; personality; subject; installation, and country. The volume of new requirements added is 12 to 15 per week. The numerical cross reference cards are used twice a week, the others less frequently. *[Note: Support Staff maintains a similar set of folders and an almost identical cross reference card system.]*
- (b) **"Monster" File.** A system of IBM cards containing abstracts of documents received by CIA. The documents are abstracted by Chemistry Division Intelligence Officers, and are coded, punched and printed by GCD, primarily for use in its Intellex system, although they are made available to analysts for their own files. The cards are filed in Chemistry Division according to location and by subject, biographic and subject-biographic series. These cards, which are added at the rate of 1500 per month now fill 18 card safe drawers. They are used by Chemistry Division analysts two or three

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times a week. For retention documents, the Division may have both the document and the abstract card in its files.^h

Biology Division

Information control in this division is similar to that in SRD; collateral material is handled by the Division clericals, two on a part-time basis, and special intelligence is handled by an Intelligence Officer, GS-13 [] In Biology Division, however, the clericals do none of the reading and routing, this being handled by analysts of the branches, who also maintain necessary requirements records. The clericals and their duties are:

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25X1 **Admin Asst, GS-7** [] Routing and logging of all Top Secret material and regulatory issuances.

25X1 **Clerk-Typist, GS-5** [] Logging and internal delivery of all material except T.S. and S.I.

25X1 **Clerk-Typist, GS-5** [] Typing requirements, purchase orders, etc.

Biology Division logs and time stamps all material except serial publications, and cables and dispatches originating in the Division. In most instances, it logs material twice; on the regular log form and in a loose leaf book which is used for reference purposes. Destruction is recorded in the logs and in the loose leaf book.

Medicine Division

Information control is divided among five persons in the office of the Division Chief, as follows:

25X1 **Clerk-Typist, GS-5** [] Logs, delivers and picks up, and destroys all material except Top Secret and special intelligence.

25X1 **Admin Asst, GS-7** [] Routes, logs and delivers all T.S.; maintains logs of loan documents.

25X1 **IO-Biology, GS-12** [] Reads and routes all material in response to requirements; maintains requirements records; assists in developing requirements; assists in procuring documents; performs records management.

25X1 ^h **Medicine Division**, at one time, maintained a similar file. It discarded the file because of the great cost in manpower of maintaining it, and as [] has stated, they've been able to get along without the file.

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Info Control Asst. GS-7 [] Reads and routes all material to analysts, except T.S. and S.I.; delivers important material to IO's; maintains records on library loan requests; miscellaneous. 25X1

25X1 IO - Biology, GS-7 [] Reads, routes and logs all special intelligence and maintains S.I. reading files.

All material is logged, time- or date-stamped and delivered to branches, and all destruction and filing of documents by analysts is recorded in the division logs. The branches of Medicine Division type and record purchase orders, translation requests, library loan requests and reproduction requests. Furman also records translation requests and Fisher records loan documents from CO and OGD. Special intelligence is not circulated; the analysts must read it at a central reading room.

The requirements records maintained by [] consist of: a folder for each requirement containing copies of the request and the Support Staff memorandum to the collector, evaluations and reports in response to requirements and a set of 3"x5" cards indicating all material received in response to requirements. 25X1

25X1 [] is, at present, compiling a personalities file using photostats of cards from Biographic Register. She has stated that it is intended later to cross reference this file by institutes.

25X1 In regard to the split of information control among five persons, [] has stated that

(a) Special intelligence is segregated for security reasons. (Note: S.I. and collateral are both handled in the same room, by persons at adjacent desks.)

(b) Top Secret is split off because the Division Chief wants to see all of it and it's more convenient to have his secretary handling it (although, [] said, it could be handled 25X1

25X1 [] (c) Reading and routing of collateral requires "an analyst of higher grade and more general background". (Note: The reading and routing is performed on the basis of reading guides and instructions from the analysts).

Scientific Analysis Division

[] 25X1

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25X1 at headquarters by a Clerk-Typist, GS-5 [] who places it in an OBT box where it is picked up by an unassigned Clerk-Typist, GS-4 [] 25X1 [] prepares a log on form 38-14 (1&2 copies), except for mat card material; prepares necessary receipts and envelopes, and delivers the material to the OSI Information Branch. IB signs a receipt for the package, and holds it for pick up by an OSI courier and delivery to NSA (twice a day).

25X1 []

All destruction is recorded in the logs. Material originating in SAB headquarters is not logged (unless going to NSA), file copies serving as records. No requirements records are maintained because SAB has few requirements.

Applied Science Division

25X1 One Info Control Clerk, GS-6 [] in the office of the Division Chief handles all information control activities. The only material logged in is ACTION administrative, Top Secret and documents for evaluation. Mat card documents, ACTION administrative, cables, dispatches, T.S., S.I. and evaluations are logged out. Documents originating in ASD are not logged out. [] 25X1 [] routes to branch level.

25X1 Clericals of the Division branches, who pick up and deliver mail internally, prepare and maintain records on library loans, purchase orders, translation requests and reproduction requests; they also handle all destruction. Destruction is recorded in appropriate logs. [] maintains records on the movement of T.S. material between branches of ASD.

25X1 [] also maintains a folder for each requirement, containing copies of the Division request and the Support Staff memorandum to collectors, and a series of 3"x5" cards on which responses are recorded.

(3) Factors contributing to the cost

- (a) It is evident from the abbreviated descriptions of information control as it exists in OSI divisions and staffs that the most significant expenditure of manpower is in the

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recording and control of documents, i.e., logging and time-stamping, although there are other factors contributing to the high cost; greater numbers of personnel than required to do the work in some components; ineffective utilization of certain personnel; unnecessary record-keeping and inadequate records management; procedural weaknesses, and, in some cases, failure to comply with Agency document handling requirements, particularly regarding destruction. These will be considered in turn, beginning with logging.

(b) Logging

There are two basic uses for a log in CIA: to provide the security control required by Agency Regulations; and to provide a reference source for the location of documents in the course of daily business. [redacted] O(2) states that: "All Secret and Confidential material.....will be logged in at the initial point of receipt in an Officeand will be logged out at the final point of dispatch"

25X1

The OSI Information Branch is "the initial point of receipt" and the "final point of dispatch" for OSI. The Chief, Physical Security Branch, Office of Security has confirmed the fact that, so long as documents are logged by Information Branch, they need not be logged by the divisions and staffs for compliance with the Regulation. It is clear from discussions with OSI personnel, that there are misconceptions regarding the security requirements for logging, and these misconceptions have resulted in a substantial waste of manpower in the six divisions which log virtually everything.

Prior to the OSI move to Barton Hall, the divisions were required for security reasons to log much material because they were the initial point of entry, and many divisions continued the practice in the new building. A few divisions are unaware of the extent to which Information Branch maintains logs and related controls, and believe that, unless they maintain their own records, there will be none.

Of greater significance is the logging of documents for reference purposes. The only perfect reference log is one that indicates the exact location of a document at any given time, and which can guarantee that the document can be produced. The perfect log does not and cannot exist in OSI; the majority of the logs maintained by divisions and staffs do not reflect the name of the individual in possession of the document and, in fact, some logs reflect no routing at all. It would

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require tremendous manpower expenditure if C&I were to attempt to account for every document at all times.

Moreover, there is no need for such logs: the use of C&I logs for reference purposes does not appear to justify even the present expense of maintaining them. Management Staff discussions with information control personnel regarding the use of logs for reference purposes in the divisions and staffs revealed the following:

A&D:

Receives few calls for documents and, from the subject matter, the location of the document in the Division can be determined. Logs do not record names of the analysts in the Division to whom documents have been routed.

EAL

Routing is to branches and is based upon standard written instructions. Documents could be located on the basis of subject matter. Reference requests are received "every once in a while", less than one per week.

Medicine

The main reason for logging everything is to make sure a document came in in case an analyst asks, or that it went out if the next addressee hasn't yet received it. Information control personnel receive such requests "not too often", one or two per week, and they can tell by the title or subject where a document is. Logs indicate the name of the addressee only on mat card documents. No records of routing are maintained for others.⁵

Chemistry

A few requests a week are received. Logs show branch to which a document has been routed.

P & I

Logs are maintained only while documents are in the Division. They locate documents by subject matter.

25X1

5 [] has indicated a willingness to eliminate all logging except on T.S., S.I., multiple routing and non-retention documents.

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Three or four requests are received per week. They have detailed records of routing to analyst.

NEI

They receive several calls a day; they could locate a document by subject matter.

These comments show that few reference requests are received and that a document can be located within a division - especially a small division - on the basis of subject matter. Although a search for a document on the basis of subject matter will be more time-consuming, when the effort involved in the few searches which would be necessary is balanced against the savings in not maintaining highly detailed logs, there seems to be little choice. These arguments can be made against highly detailed logging:

- (1) An information control clerk should be able to locate a document in her division on the basis of subject matter.
- (2) Information Branch has detailed records of the receipt in OSI of a document, of the divisions and staffs to which a document has been sent, and of the departure of a document from OSI.
- (3) OSI has available or can obtain copies or reproductions of almost all documents received and produced by CIA.
- (4) P&I Division, which receives a heavy volume of material, logs only non-retention and multiple routing documents.

Not all logging should be eliminated. Some logs - such as for Top Secret and Special Intelligence - are required; and some logging is desirable in order to trace the movement of a document among divisions and staffs. In addition, some follow-up records are desirable to insure the expeditious movement of multiple-routing and non-retention documents (which comprise a small portion of the total volume). The maintenance of records by Information Branch showing receipt in OSI, routing to divisions and staffs and departure from OSI, when coupled with division and staff maintenance of minimum logs of multiple-routing and non-retention documents (in addition to T.S. and S.I. logs as necessary) will insure pin-pointing of any document to a division or staff. In divisions and staffs, a document can be located on the basis

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of subject matter when required. In addition, this type of log, when used for follow-up purposes, will expedite the movement of papers - thus, in itself, reducing the number of reference requests.

To quote again from the Hoover Commission report⁶ "The real expense of mail handling goes to recording and controlling incoming mail.....In many instances mail recording has been almost eliminated and, to the amazement of the officials in the organization, the mail operations have become more efficient.....If mail recording were reduced to 15 percent throughout Government, which appears altogether reasonable, a saving of \$30 million would be realized....."

(c) Time-Stamping

The Hoover Commission also characterized time-stamping as "generally a meaningless routine" which now costs the Government three-quarters of a million dollars per year. "Time- and date-stamping are being used extensively in the OSI divisions and staffs. In the final analysis, the time- or date-stamp on a document can be used to determine when a document was received and when it was dispatched, but unless it is used as a means of locating and eliminating bottlenecks, it serves no useful purpose. There is no evidence that time-stamping in OSI is used for this purpose.

(d) Numbers of Personnel

The present daily workload of division and staff information control personnel, shown in Annex B, averages 104 items per person per day. The Information Branch ratio, if adjusted to recognize the fact that there are only seven persons actually participating in routine document handling, is 160 items per person. The OSI range is large - from 40 items per day per person in Chemistry Division to 250 items per day in AEF.

Although no precise formula can be derived, it appears reasonable to assume that, other things being considered, one information control clerk in a division or staff should be able to approximate the Office average, (see Annex B) especially if the amount of logging and other handling of documents in the divisions and staffs is reduced.

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SECRET**(e) Utilization of Personnel**

As evidenced in Section (2) ("How the Money Is Spent"), information control personnel in OSI are involved in many activities which do not appear to be information control in nature and, at the same time, personnel in professional positions are performing information control functions. There is a tendency, for example, to utilize Intelligence Officers for reading, routing, logging and related handling of Special Intelligence, and these are purely information control activities. There are also some activities performed by information control personnel (e.g., Material Branch of NED) which are largely unrelated to mail handling. It appears that some of these functions should be realigned in order to accord proper recognition to titles and grades.

More costly is the use of information control personnel to perform such functions as delivery and pick-up of mail and central typing. While these may properly be part of the duties of such personnel, they involve considerably less expenditure of manpower when performed by general clerical personnel and should be so assigned wherever possible.

The Chemistry Division "monster file" is an example of the uneconomical utilization of information control personnel. The IBM abstract cards are made available to Intelligence Officers in order to provide them with reference material which they can retain in their individual files. Chemistry Division has established a central reference file of such cards of such magnitude that it amounts, in fact, to a branch of the OCD Library. The Division has indicated that the document abstracts are made in case analysts ever need information on a subject. However, in view of the size of the file and the infrequency of its use, it appears that the "monster file" is not serving the Division's purpose. Moreover, as has stated, Medicine Division was able to discard its file, and there is no apparent reason why Chemistry Division could not do the same, at a substantial savings in manpower, not only to OSI but to OCD.

(f) Record Keeping

Although record-keeping is only incidentally germane to this study, some comments should be made regarding the records maintained by the divisions and staffs.

In particular, the maintenance of requirements records is, in some instances, a time-consuming function of information

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control personnel.⁷ There appears to be no reason why Chemistry Division need maintain elaborate records of requirements with five types of cross-references, when these only duplicate records of Support Staff. This is especially true in view of the relative infrequency with which Chemistry Division uses these files. While more detailed study would be necessary to determine what type of requirements records would be most desirable in a division or staff, it is probable that the folder arrangement, with a single cross reference is all that is necessary. A record of this type is maintained by Medicine Division.

There is a particular need in the divisions and staffs to devote some attention to the retirement of unnecessary records, in accordance with the retirement schedule developed for OSI by the Management Staff. Many of the logs and related information control records are retained indefinitely. Particularly where office and safe space are limited, this becomes an ever-increasing problem. Some personnel in the divisions and staffs who have been assigned responsibility for records management appear uncertain regarding their duties and unfamiliar with records management procedures. Although Information Branch has been assigned responsibility for the OSI records management program, there is no published statement of mission and functions for IB in existence, and its records management responsibility is not, therefore, given official recognition. It should be the duty of IB to assist each division and staff in determining which records shall be maintained and, in accordance with the retirement schedule, when they will be retired to the Records Center.

(g) Procedures

These facts are pointed up by the study of division and staff information control procedures:

- (1) There are no uniform procedures. There are, in effect, as many information control systems as there are divisions and staffs.
- (2) Some divisions and staffs are unaware of the functions and responsibilities of Information Branch, and of the procedures followed by other OSI components, and this in itself invites duplication and unnecessary work.
- (3) In some cases, divisions and staffs are using unauthorized or unnecessarily complicated procedures and forms.

⁷ It is understood that Support Staff is to make an OSI survey of this matter.

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The primary reason for the existence of these conditions is that these procedures were permitted to germinate and develop without benefit of the expert and continuing guidance that Information Branch could provide. There is an immediate need for the assignment to IB of responsibility for developing and maintaining standard operating procedures for mail handling and for assisting divisions and staffs, on a continuing basis, in establishing information control procedures and records.⁶

(h) Destruction

25X1 [] requires the recording in appropriate logs of the destruction of classified documents. In some cases, all destruction is performed centrally for a division or staff and is recorded in central logs. In other instances, however, destruction is only partially recorded - for some types of documents - or for some documents of each type. While the objective should be to reduce logging and recording to a minimum, and while the occasions on which the destruction records are used are rare, the Regulation must be observed.

The use by Information Branch of the logging chits (form 35-1), which it attaches to documents, serves to minimize the effort involved in recording the destruction of classified documents, since each time a document is destroyed, it is necessary only to remove a chit, mark it in some fashion to indicate destruction and store it.

b. The Problem of Multiple-Routing Documents

As indicated in the section on "Approach", secondary emphasis of the survey was upon the expeditious movement of documents, particularly those requiring multiple routing (circulation between Offices or between divisions and staffs). Project 5-58a pointed up the existence of this problem; conversations with Intelligence Officers have indicated its adverse effects upon intelligence research and production. OSI's Information Branch has received innumerable complaints regarding delays in receiving these documents, although it appears, in fact, that the analysts themselves are partially responsible for the situation.

The Management Staff has not attempted to develop specific examples of long delays in the receipt of multiple routing documents. Such instances are common knowledge among Intelligence Officers and require

⁶ Management Staff project 5-58c, already scheduled, will involve documentation (through OSI regulatory issuances) of standard Office information control procedures.

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no further documentation. There are probably a number of reasons for the existence of the problem: division and staff information control personnel are holding up documents while logging and otherwise handling; Intelligence Officers are unable to get to documents because of "crush" assignments, and the documents, instead of being read and passed on, remain in IN boxes, sometimes for weeks; Intelligence Officers may not recognize multiple routing documents as such.

Few information control personnel provide any follow-up on multiple-routing or non-retention documents. In most instances, they wait until contacted by the next addressee. This, however, is not always satisfactory, particularly if the next addressee is not aware of the existence of the document.

In the absence of established OSI policy or follow-up procedures, there is no basis for determining when an analyst has retained a document too long. The most positive method of expediting the movement of such documents would be through creation in Information Branch of a follow-up system. This, however, would entail an elaborate record-keeping system and would add immeasurably to the Branch's workload. It should be considered only as a last resort, upon the failure of alternatives which will be enumerated below.

k. Conclusions and Recommendations

- a. A primary reason for the high cost of document handling in OSI is logging and time-stamping. Logging for security reasons is not required in divisions and staffs. Time-stamping is useful only to reveal bottlenecks in internal processing.

Recommendation No. 1

Eliminate all logging of documents in OSI divisions and staffs except: where required for Special Intelligence and Top Secret material, and on ACTION, multiple-routing (to go on to another division, staff or Office), and non-retention documents. For outgoing material originating in a division or staff, use file copies of the documents as records of dissemination.

Recommendation No. 2

Eliminate all time-stamping and date-stamping on a regular, continuing basis, employing them only on a periodic, spot-check basis.

- b. The absence of standard, written operating procedures for information control has resulted in uneconomical document handling in the divisions and staffs, and in some cases has resulted in unauthorized procedures and forms.

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Recommendation No. 3

Assign to Information Branch, through a statement of mission and functions published in OSI Regulations, responsibility for developing, publishing and maintaining Office-wide information control policies and procedures and for assisting and advising divisions and staffs in information control matters.

- c. Information control personnel are not being utilized properly in some instances, while some professional personnel are performing information control functions.

Recommendation No. 4

In the following divisions, assign to the appropriate information control personnel responsibility for reading, routing, logging and necessary filing of Special Intelligence: Physics and Electronics, Scientific Resources, Biology, Medicine.

Recommendation No. 5

In the following divisions, assign to branch clerical personnel responsibility for delivery and pick-up of mail to and from a central point: Nuclear Energy, Chemistry, Medicine.

Recommendation No. 6

In the following divisions, assign to branch clerical personnel responsibility for typing purchase orders, library loan requests, translation requests, requirements and reproduction requests: Nuclear Energy, Physics and Electronics, Chemistry.

Recommendation No. 7

Eliminate the Chemistry Division "monster" file. If analysts of that division wish to continue to abstract documents and to receive the IBM cards, they should do so on an individual basis, maintaining their own files.

Recommendation No. 8

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- d. Information control personnel and other personnel in several of the divisions and staffs are maintaining records unnecessarily, or for

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excessive periods of time. This, like information control procedures, is an area in which central Office guidance is necessary in order to institute economies.

Recommendation No. 9

Assign to Information Branch, through the statement of mission and functions referred to in Recommendation No. 3, responsibility for developing, publishing and maintaining Office-wide records management policies and procedures and for assisting divisions and staffs in such matters.

Recommendation No. 10

Assign to Information Branch responsibility for an immediate review of the manner in which divisions and staffs are utilizing the Office records retirement schedule.

- e. The maintenance of records pertaining to requirements varies widely from division to division. Chemistry Division maintains records which appear to duplicate those of Support Staff.

Recommendation No. 11

Direct the Support Staff to review records in all divisions and staffs which are necessary for requirements control, beginning with Chemistry Division.

- f. Some divisions and staffs have failed to adhere to the Agency Regulation requiring recording of classified documents which are destroyed. Almost all documents are logged by Information Branch on interleaved carbon chits (form 35-1), copies of which are attached to documents.

Recommendation No. 12

Require all division and staff personnel, when destroying a classified document, to remove one copy of form 35-1, mark it "D" and the date, and turn over the chit to appropriate information control personnel for storage. Where no form 35-1 is attached, a simple listing should be made, sufficient to describe the document and to note its destruction.

- g. The present number of personnel engaged in information control in some divisions is high based on the Office average production per person (104). In some instances where there appears to be underproduction, it is not possible to effect changes, either because the personnel involved perform information control only on a part-time basis, or because they are required to perform special duties (such as, for example, handling of Restricted Data in NEI). In others, however, it appears that immediate steps can be taken.

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Recommendation No. 13

- (1) In conjunction with the changes contained in Recommendation Nos. 1, 2, 4, 5, 6, 7 and 11, delete information control slots from the following divisions as indicated:

Physics and Electronics Division:
Chemistry Division :
Medicine Division :



25X1

These reductions in P&E, Chemistry, and Medicine will bring average production per person up to 100, 80, 90, respectively, which should be possible with the elimination and simplification of procedures recommended.

- (2) Transfer personnel in the above slots to vacant slots in OSI or arrange transfers to other Offices.
- (3) Review the OSI T/O and ceiling to determine whether the above-mentioned slots are required elsewhere in the Office or whether they can be returned to the DD/I or to the Director's Reserve.
- (4) Within no more than 60 days, re-examine remaining information control slots to determine whether the reduced workloads are sufficient to warrant additional staffing revisions.
- (5) Wherever possible, consolidate information control activities performed by two or more persons into one position. For example, in Medicine Division, consolidate reading and routing, now being performed by one individual, with the logging now being performed by another.
- (6) Re-examine those jobs from which certain information control activities are to be deleted (see Recommendation No. 4) to determine whether classification changes or changes in assignment are desirable.
- h. Delays in the distribution of multiple-routing documents are, in some cases, impeding intelligence research and production.

Recommendation No. 14

- (1) Publish an Office issuance, signed by the Assistant Director, establishing a maximum time period (five working days is suggested) for which a multiple routing document may be retained by a single addressee. The issuance should assign responsibility for the expeditious movement of such documents to division and branch chiefs.

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- (2) Provide a rubber stamp for use of Information Branch in marking these documents which require multiple routing and should, therefore, be expedited.
- (3) Assign to division and staff information control personnel responsibility for follow-up on multiple-routing documents by maintaining tickler files. A suggested system is as follows:
 - (a) Allow five working days for the branch or individual to whom a document has been routed to return the document. (Allow eight days if routed to two branches or individuals and nine days if routed to three branches or individuals, etc., up to a maximum of three days per branch or individual.)
 - (b) Each Monday, the information control clerk notifies the branch chief, or the individual, of which documents are due for return. Thus, for example:

APRIL

M	T	W	T	F
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22

Documents received by the branch or analyst April 4th through April 8th would be due April 11th through April 15th. On April 18, the clerk would make calls for those documents not yet returned.

- (c) As a document is returned, the log would be appropriately marked and dated, removed from the tickler file and placed in an inactive file until retired. (Most logging will be on mat cards and on form 35-1.)

Recommendation No. 15

If Recommendation No. 14 does not prove wholly effective:

- (1) Establish a central reading room in each division and staff, to which analysts will go to read multiple routing documents. No multiple routing document would be distributed to branches or analysts. All such documents would automatically be removed from the central reading room within five working days.

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- (2) As a last resort, assign to the Information Branch responsibility for follow-up and maintenance of a tickler system.

5. Findings: Information Branch

Presentations of factual data relating to present Information Branch document handling are contained in the Appendix, as follows: (Annex A includes the IB T/O)

- Annex D - Present procedures
- Annex E - Work distribution chart
- Annex F - Document volume
- Annex G - Types of material handled
- Annex H - Present office layout
- Annex I - Present document flow

6. Comments and Recommendations: Information Branch

In view of the substantial volume of material which the Branch must handle, IB procedures and methods are generally efficient. Only two critical comments can be made: first, certain simplified procedures and methods will result in more available time to process documents, and second, personnel and facilities are, in some instances, not utilized as effectively as possible. Specific comments and recommendations are as follows:

- a. Information Branch is located within the Barton Hall Special Center, to which Logistics Office couriers have no access. The IB Messenger is required to go to the turnstile to receive each delivery. Logistics Office couriers either advise IB by telephone that they are en route to Barton Hall, or ask the receptionist, when they arrive at the turnstile, to telephone IB. In the first instance, the IB Messenger must wait at the turnstile for the courier's arrival. In the second instance, the receptionist must interrupt her activities to telephone IB.

Recommendation No. 16

Install a buzzer near the turnstile, which will sound within Information Branch, and which Logistics Office couriers can use to summon the Messenger.

(Recommendation implemented; request for buzzer has been submitted.)

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- b. The IB Messenger makes two deliveries per day - at 11 A.M. and 3 P.M. - to divisions and staffs. Each delivery takes approximately 1½ hours. During each delivery, he picks up material from OSI components going to other OSI components and, if he has not yet reached the addressee components, he returns to IB to re-sort such material. As a result, some components may receive no morning delivery at all. Tests have been made during which the Messenger performed no re-sorting, and it was found that such deliveries took only 1 hour each.

Recommendation No. 17

- (1) Eliminate re-sorting during deliveries.
- (2) Add one delivery per day, in accordance with the schedule contained in Annex J.

(Recommendation implemented. It has been found that the three deliveries per day take less time than the former two deliveries, and in addition, the divisions and staffs receive their mail earlier in the day.)

- c. Information Branch re-uses old envelopes for its outgoing mail. Approximately 10 hours per week are spent in crossing off old addresses, removing tape, etc., and writing new addresses on envelopes.

Recommendation No. 18

- (1) Have labels pre-printed for frequent addressees by Logistics Office printing facilities.
- (2) Assign to the Messenger the task of preparing envelopes for re-use (for infrequent addressees), to be performed on a part-time basis, between deliveries. This will result in a savings in processing time.

(Recommendation (1) implemented; Recommendation (2) will be implemented. Estimated saving: 5 manhours per week.)

- d. IB time-stamps all incoming documents and some logs. The need for the time-stamp is questionable, since only occasionally is there a question regarding time of receipt of a document. Some 9 hours per week are spent in time-stamping.

Recommendation No. 19

Eliminate all time-stamping unless required on priority or extremely important material.

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(Recommendation implemented in regard to all material except administrative material for the AD/BI, Team communications, and some ONE and IAC material. Estimated time saving: 5 hours per week.)

- e. In relation to d. above, IB also time-stamps all mat cards. The time-stamp is used to determine when, in accordance with the Office records retirement schedule, mat cards may be retired.

Recommendation No. 20

Since each mat card has printed on it the date of OOD processing, that date, plus some arbitrary period of additional time to allow for IB receipt, should be used to determine when the necessary one year period of retention has elapsed.

(Recommendation to be implemented. Estimated time saving: 1½ hours per week.)

- f. Serial publications are recorded (logged) by Information Branch on pre-typed 5"x8" cards. There are some 2000 of these. It is evident from their lack of use that some of the publications are no longer desired by OSI components. However, IB has no convenient method of querying divisions and staffs regarding which publications can be discontinued, because a list of publications can be compiled only manually, from the 5"x8" cards.

Recommendation No. 21

Use punched, printed IBM cards to record the receipt and dissemination of such publications. (Note: It may be possible to have OCE's Special Register prepare the cards.) Such cards can then be used for making periodic listings.

(Recommendation to be implemented - IB will discuss with Special Register.)

- g. Information Branch logs all paid, unclassified, as well as unpaid, classified, serial publications. (It logs no unpaid, unclassified publications.) OCE maintains records of paid publications received by the Agency.

Recommendation No. 22

Eliminate IB logging of paid, unclassified publications.

(Recommendation to be implemented. In addition, IB will ask OCE to route to OSI divisions and staffs all such publications which are on standard distribution. A list of such publications is now being prepared. Estimated time saved: 15 hours per week.)

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- h. IF pulls and files mat cards from unclassified as well as classified mat card documents received from OOI. This is not required from a security standpoint; moreover, experience has shown that reference requests involving the use of such cards are infrequent. OOI has ample records of the receipt and disposition of such documents.

Recommendation No. 23

Eliminate pulling and filing of mat cards for unclassified documents.

(Recommendation implemented. Estimated time saved: 1 3/4 hours per week. Estimated savings in safe space is not available.)

- i. IF spends some small amount of time in counting documents for monthly reporting purposes. There is no indication that such reports are used to any extent.

Recommendation No. 24

(1) Study the necessity for the volume statistics in monthly reports.

(2) Pending the results of the study, discontinue counting mat cards, and instead measure their volume by the inch.

(Recommendation (1) to be implemented; Recommendation (2) implemented. Estimated time saving: 1 hour per week.)

- j. OOI briefing notices are received twice a week, frequently too late to wait for the Messenger's regular delivery. This causes some disruption in IF since someone must be assigned the job of delivering the notices.

Recommendation No. 25

Arrange with OOI to have briefing notices delivered earlier so that they can be delivered by the Messenger on his regular run.

(Recommendation to be implemented. Estimated time saved: 1 hour per week. No estimate of saving by no work disruption.)

- k. Information French now uses up to 16 hours of overtime per pay period in filing mat cards. The cards are filed by the six digit mat card number. There are some 7000 of these per month. Within a one-week test period, it was found that IF received only 10 calls requiring them to refer to these cards. During this test period, an experiment was conducted in which mat cards were filed only by the first three digits, and it was found that, within a given period of time, four times as many cards can be filed by the first three digits as can be

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filed by all six digits. It should be noted that OCE maintains a complete record of the receipt and routing to OSI division of all mat card documents.

Recommendation No. 26

File mat cards only by the first three digits. The advantage of such a system is that it can be refined or expanded as necessary to meet changing situations. For example, a document could be filed

123____, 124____, 125____, etc., or
120____, 125____, 130____, etc., or
120____, 130____, 140____, etc., or
123____, 1235____, 124____, 1245____, etc.

If the number of IE requests increases, the finer system can be used. If the number of requests decreases or there is a decrease in IE manpower, a coarser method can be used. The trial has shown that, although it takes longer to locate a card in this method of filing, the small additional time used does not approach the time saved in filing by the recommended method.

(Recommendation implemented. All overtime for mat card filing has been eliminated.)

1. Incoming administrative material is logged on form 38-14 log sheets, whereas cables, dispatches, etc., are logged on form 35-1 interleaved carbon chits. The form 38-14 is unwieldy for use in reference purposes, it takes longer to type and it does not provide copies. (Note: the form 35-1 is used for ACTION administrative material.)

Recommendation No. 27

Log incoming administrative material on form 35-1, attaching copies to the document to indicate routing and for use by divisions and staffs as a destruction record, and as a log, where necessary.

(Recommendation implemented. Estimated time saved 1 1/2 hours per week.)

2. C.S. reports for OSI evaluation are logged by IE on 3"x5" cards, and the routing is indicated on a separate buck slip. This is time consuming and provides no duplicate for use of divisions and staffs, which must also log such reports in and out.

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Recommendation No. 28

Log such reports on form 35-1, indicating routing and eliminating the buck slip. Attach copies of the 35-1 to the document for division use in follow-up.

(Recommendation implemented. Estimated time saved: up to one hour per week.)

- m. Form 35-1 logging chits which are prepared by IB for advance reports pouched in by the OSI Team are now filed by both alphabetical designation and number. This involves considerable time for filing in return for few reference requests (See Recommendation No. 26).

Recommendation No. 29

File these chits alphabetically rather than numerically.

(Recommendation implemented. Estimated time saved: 1 hour per week. All back-log eliminated.)

- n. Form 35-1 chits prepared by IB for non-CIA cables are filed by date and cable number. These chits are also used infrequently.

Recommendation No. 30

File 35-1 chits by source and date.

(Recommendation implemented. Estimated time saved: 1 hour per week.)

- p. IB prepares Document Receipts for outgoing Support Staff dispatches. This is not required under Agency procedure.

Recommendation No. 31

Eliminate the Document Receipt.

(Recommendation to be discussed with Support Staff.)

- q. Information Branch now maintains necessary records and does follow-up on incoming ACTION administrative material (and CIA cables). Routing of such material and supervision of ACTION is a responsibility of the Executive Officer's office.

Recommendation No. 32

Transfer responsibility for follow-up on ACTION material to the Executive Officer's office.

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(Recommendation implemented. Estimated time saved in elimination of follow-up and suspense files: 2½ hours per week.)

- r. Top Secret collateral is logged by IB on a 5"x8" card (form 60-75). The divisions and staffs, in turn, log in the T.S. material on various forms. In addition, Information Branch must prepare for OOI/C.T.S.C. a weekly listing on form 38-14 of T.S. documents received.

Recommendation No. 33

Employ an interleaved carbon form for logging Top Secret, the original to be used as IB's log, a copy for the division log and a copy for notification to OOI/CTSC.

(Recommendation to be held in abeyance pending new Agency procedures now being devised for T.S. control.)

- s. OOI reads and routes all Special Intelligence to CBI divisions except some copies of certain finished publications. IB routes these copies.

Recommendation No. 34

Request OOI to read and route all such material.

(Recommendation to be discussed with OOI. Estimated time saving: 2½ hours per week.)

- t. In the case of "eyes only" special intelligence, IB telephones the addressee to have someone pick up the material. This is a normal job of the IB Messenger.

Recommendation No. 35

Have the IB Messenger deliver such material on his regular run.

(Recommendation to be implemented.)

- u. "Eyes only" Special Intelligence is logged in on form 38-14, whereas other S.I. is logged on form 35-1. This necessitates shifting from one log to another while processing material.

Recommendation No. 36

Log "eyes only" Special Intelligence on form 35-1.

(Recommendation to be implemented.)

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- v. Incoming ACTION CIA cables are logged by IB on two pads of form 35-1. The extra pad can be eliminated by proper utilization of the chits.

Recommendation No. 37

Eliminate one pad of form 35-1, and utilize the procedure for incoming ACTION CIA cables recommended in the Appendix.

(Recommendation implemented.)

- w. IB logs documents loaned to OSI by outside agencies on both form 38-14 and 60-16. This is unnecessary duplication.

Recommendation No. 38

Log such documents only on form 60-16.

(Recommendation to be implemented.)

- x. IB logs incoming non-CIA cables on form 35-1, but does not log such material out. The divisions have customarily maintained such logs. This is properly IB's function.

Recommendation No. 39

Assign to IB responsibility for logging such material out, as well as in.

(Recommendation implemented.)

- y. There are several procedures followed by Information Branch which do not appear to utilize personnel as effectively as possible or, in some instances, to recognize the level of work appropriate to a grade.

- (1) Much of the movement of papers within the branch, sorting and placing documents in pigeon holes, opening packages, time-stamping, etc., are being performed by processing clerks, whereas such work would normally be that of a Messenger.
- (2) Handling of some material is split between individuals (e.g., mat card documents), when a more efficient method would be to consolidate such duties wherever possible.
- (3) Handling of some material is inconsistent with titles and grades. Non-CIA cables, for example, are logged by the Messenger.

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- (4) Some minor steps are being performed which are unnecessary. For example, on outgoing mat card material, IB writes on the mat card "enclosures," the name of the addressee and the date. The name of the addressee is already printed on the card, and IB would not be sending on a document without its enclosures, so that there is no need to mark the cards.
2. It is apparent from an analysis of Information Branch work distribution contained in Annex E that some 70 manhours per work week are devoted to administrative, supervisory and miscellaneous work. While there is no doubt that the Information Branch Chief must devote full-time to supervising information control and records management, both in IB and in OSI as a whole, and to handling of daily operating problems, there is a question concerning the necessity for allocation of an additional 30 manhours per week by her assistant to administrative and supervisory work. From a practical standpoint, a branch of this size and of this type, with its heavy workload, cannot afford the luxury of 1 3/4 persons who do not participate in document processing.

In addition, there are many manhour savings to be realized - many are already an accomplished fact - in IB's processing of documents. This is evident in paragraphs a through x. The total estimated saving, if all of the Recommendations contained in this report are implemented, will approximate one position. It is evident, therefore, that if all jobs in Information Branch, with the exception of the Chief's, are involved in routine document processing as they should be, and that if all or even a majority of the Recommendations contained in this paper are implemented, at least one slot can be eliminated in Information Branch. These matters have been discussed with the Branch Chief and with the Assistant to the Executive Officer, and there is agreement at least to the extent of making a trial of operating with one less person.

Recommendation No. 40

- (1) Delete one ceiling and one T/O slot from IB, transfer its incumbent within OSI or to another Office, and if not required elsewhere in OSI, (see Recommendation No. 13) return the ceiling slot to the DD/I or to Director's Reserve and abolish the T/O slot.
- (2) Adopt the procedures contained in Annex K. These procedures are based upon a T/O and on-duty of eight in Information Branch, and are aimed at achieving better utilization of remaining personnel of the Branch. Annex L is a revised work distribution chart based upon the recommended new procedures.

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- aa. Several facts are evident from the office layout and document flow diagrams contained in Annexes H and I:
- (1) The individual whose Top Secret work requires him to be in and out of the Branch at frequent intervals is on the opposite side of the room from the door.
 - (2) The center door is kept locked, putting an undue strain on the other doors.
 - (3) The branch chief, who does not participate in routing document processing, has her desk directly in front of the main doorway, constituting an unnecessary obstacle. Moreover, with her back to the room, she cannot conveniently observe the operations of the branch.
 - (4) Safes are toward the center of the room, where they consume floor space necessary for movement about the room, instead of being against the walls.
 - (5) The reading table, which is used by professional OSI personnel is directly in the path of the document flow.
 - (6) Documents criss-cross and back track throughout the room in the course of normal processing.
 - (7) The Messenger's sorting table, which is the central point for the movement of papers, is too far from the main door.
 - (8) Desks are not placed in logical sequence to accommodate normal work flow.

Recommendation No. 41

Implement the office layout diagram contained in Annexes M and M(1). These Annexes reflect the new procedures and assignments contained in Recommendation No. 40, and indicate a recommended flow of documents.

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